

**Environment, Safety, and Health Division
Corporate Model Alignment
Decision Matrix**

Goal of service delivery system (i.e., core, centralized, or deployed) is to meet customer needs.			
Criteria/definition	Core- Support definition of corporate activities, requirements, and/or expectations. (policy setting)	Centralized- Services that support integration of ES&H into the work of the line, with cost efficiencies gained through central delivery. (policy implementation)	Deployed-Services that support integration of ES&H into the work of the line. (policy implementation)
Scope of Service	Defines/supports institution with respect to ES&H.	Integration of ES&H	Support integration of ES&H into work of line
	Assist to establish expectations for institution.	Less or non-specific to line activity	Specific to line activity
	Regulatory and stakeholder interface.		
	Champion ES&H.		
	Assessment		
Frequency/Duration of Service		Variable; episodic for actions otherwise handled by Line	constant, long-term
		Long-term or constant for multiple customers	
		Specialized service/product	
		Efficient delivery	
Ambiguity WRT Definition of Service/Product	Highly ambiguous; may be new service/product (e.g., est. ISM)	Ambiguous; Requires interpretation	Clearly defined, no/limited interpretation of quality/completion
	Significant interpretation	Specialized service/product	specific product/service
	Broad institutional impact	Unique expertise	
		Institutional mandate	
Interdependence of impact/result of service	Interdependent	Interdependent	Independent of other organizations
	Coordination/alignment to institution	Multiple customers, programs, facilities, line orgs.	Single customer
	non-specific customer	cost efficiency	
Management Responsibilities	Decision making level is at Laboratory or UC level	Decision making is at Laboratory and/or multiple line level	Decision making is at single line manager level only